



Spring 2012 LEAP Board selects 53

Fifty-three Airmen were recently selected to participate in a career-long program to not only sustain, but enhance, track and use their language and cross-cultural skills, said officials from the Air Force Culture and Language Center. The selected Airmen are the newest members of the Language Enabled Airman Program, which provides the Service with language-enabled Airmen from across Air Force specialties.

“LEAP’s end goal is to produce a language speaker who can perform their core job duties in their respective foreign language,” said Mr. Jay Warwick, director of the AFCLC. “Commanders have a need for cross-culturally competent Airmen - individuals with language, cultural and regional abilities - to help accomplish the Air Force mission. LEAP is one way we help provide that.”

The most recent selectees join a group of about 1,000 other LEAP Airmen. Selected candidates had proficiency in 21 different foreign languages, bringing the total number of languages represented in LEAP to 58. Among the languages represented were Spanish and French, as well as less common specialties such as Farsi, Burmese, Swahili and Urdu.

The spring 2012 board was the fourth LEAP selection board, but it differed from previous boards in a few aspects, said program officials. One important difference was that this board, made up of language experts from across the Air Force, was conducted virtually. “Although it may not be possible to have virtual boards in every instance,” said Mr. Zachary Hickman, AFCLC Language Branch chief, “the cost savings were significant compared to bringing all the board members together in person.”

Also, the goal of selectees was less – only 50 – than in earlier boards. “We knew this board would need to be smaller than those in the past because of funding constraints, so we targeted a relatively small group of Air Force units and communities and invited them to field candidates,” Mr. Hickman said. Those invited to apply included members of the International Health Specialist and special operations communities. “Due to the limited nature of the board, we wanted to target those communities who have a significant stake in building international partnerships and fulfilling other language requirements within the general purpose force.”



Photograph by Senior Airman Natasha Stannard

Capt. Sylvia Kim (left), U.S. Air Forces Africa interpreter, interprets the French language for Sgt. Abigail Waldrop, AFAFRICA American Forces Network, as a French-speaking vendor tells Waldrop and Kim about the shoes he is selling at the Jemaa el Fna Market April 2, 2012. Kim is a Language Enabled Airman Program participant. Kim and Waldrop visited the market with a group of service members as part of a culture exploration day before supporting the 2012 Marrakech Aeroexpo.

LEAP Airmen participate in four to six-week Language Intensive Training Events every three to four years, and receive weekly online instruction with a professional language instructor. In addition, LEAP participants can reasonably expect to have at least one duty assignment that fills a language-related billet during their Air Force careers. They can also expect other shorter-term assignments that require their skills, Hickman added. The next LEAP selection board is scheduled for fall 2012. Eligibility and application requirements are scheduled to be announced mid-summer on the AFCLC website at www.culture.af.mil/LEAP.

It is with great excitement that I make my first entry as the new Air Force Culture and Language Center Director. As AFCLC begins a new chapter in its history, I must recognize the leadership of Dr. Dan Henk, the director since the Center's inception. It was his vision that guided our organization from a one-line concept in an e-mail to an organization with true service-wide impact.

We honor and celebrate his 40-plus year service to the U.S. government in many capacities as the embodiment of warrior, scholar and diplomat. We wish him well in retirement.

I have had the honor of working with the most dedicated group of LRC professionals in the business during the past five years here at Maxwell. Their work has simply



been outstanding! AFCLC is truly a unique organization within the LRC community in that it synthesizes well-grounded, proven foundational concepts with practical skills to create effective products and services that make a true positive difference as our Airmen are placed in complex cultural environments.

The fact that "business is good" for our Center in an austere fiscal environment speaks volumes to the value that the Air Force and the Department of Defense place in our efforts.

My pledge is to create the conditions that will allow the Air Force Culture and Language Center to prosper and to continue our tradition of excellence in all we produce as we move into the future.

Mr. Jay Warwick
AFCLC Director

AFCLC launches new culture field guides

The Air Force Culture and Language Center, located at Maxwell Air Force Base, Ala., is currently developing a series of Expeditionary Culture Field Guides on countries where U.S. forces are deployed.

The ECFGs provide deploying forces of all U.S. military branches with language, region and culture information as it pertains to their assigned country or region. AFCLC initially developed guides for Iraq and Afghanistan, followed by a series of 14 guides for U.S. Africa Command. Additionally, Air Forces Africa, which is the air component of U.S. Africa Command and recently aligned within Headquarters U.S. Air Forces Europe, has established a second contract to develop an additional eight ECFGs to be developed and delivered in 2013, according to Language, Region and Culture Program Office officials.

The guides are pocket-size and laminated, making them handy and durable, officials said. They contain essential ele-



ments about the cultural environment, from verbal and non-verbal interactions to knowledge about past diplomatic and military engagements.

Chief Warrant Officer Craig J. Johnson, Ed.D., International Strategic Studies Academic Instructor/Writer from the United States Army Warrant Officer Career College (USAWOCC), looks over an Expeditionary Culture Field Guide during a recent visit to the AFCLC.

ments about the cultural environment, from verbal and non-verbal interactions to knowledge about past diplomatic and military engagements.

AFCLC in-house specialists developed a research methodology, in cooperation with experienced active-duty and retired Airmen. AFCLC personnel then partnered with social scientists and cultural practitioners to ensure accuracy and relevance of the ECFGs.

The Air Force has received high praises from within the Air Force and from other services about the accuracy and quality of the ECFGs. According to Mary Newbern, the AFCLC's project manager for ECFGs, Gen. David

Petraeus, when he was serving as USCENTCOM commander, requested the Iraq and Afghan ECFGs for his deploying forces.

"Airmen operating in culturally-complex overseas environments need to be armed with the fundamental social skills necessary to engage effectively with their host-nation counterparts," said Barbara Barger, the Air Force Senior Language Authority. "The ECFG program is a testament to AFCLC's vision for providing our warfighters with the tools they will need in hand as they execute their overseas duties."

The ECFGs are accessible from AFCLC's secure website at <https://www-mil.maxwell.af.mil/afclc/>.

The views expressed in this report are of the authors and not of the U.S. Air Force, Department of Defense, or any other government agency.

Negotiation Center debuts leadership exercise

Complex problem solving; peer-to-peer multi party negotiations; leadership challenges - these were just a few of the teaching objectives for the latest Negotiation Center of Excellence's customized leadership exercise, called the "Blackacre Communications Conundrum."

After several months of exercise planning and development, on May 23 more than 500 students from the Air Command and Staff College participated in the four-hour core leadership instructional period. Starting with a stage lecture by the Negotiation Center Director, Dr. Stefan Eisen,

the students were introduced to the concepts of negotiation theory and multi-party negotiations. Following the lecture, the students broke into 40 staff college faculty led teams to execute the exercise. Students role-played group commanders attempting to recover their operational missions after a cyber attack.

With limited resources and varied negotiation strategies, students worked to identify and prioritize

The Negotiation Center of Excellence offers many publications and resources on the AFCLC's public website at www.culture.af.mil/NCE, including "Warrior/Negotiator: No Longer an Oxymoron, but a Necessity," and the "Practical Guide to Negotiating in the Military."

positions and interests of each group while balancing demanding mission timelines. The exercise was specifically designed to give students an opportunity to negotiate and execute leadership skills with a new and challenging problem solving scenario. Faculty instructors closed the game with a thorough debrief reviewing the student discussions.

A1/DG Director answers LRC program questions

During a recent visit to Maxwell Air Force Base, Air Force Language, Region and Culture Program Office Director Ms. Barbara Barger answered questions about the Air Force's Language, Region and Culture Program Office. Ms. Barger is also the Air Force Senior Language Authority. A portion of Ms. Barger's interview is published below. For more information, contact A1/DG at 240-612-4004 or af.aidgworkflow@pentagon.af.mil.

1. What are the responsibilities of the Air Force Senior Language Authority?

As the Air Force SLA, I oversee Air Force Language, Region, and Culture policy and programs and represent LRC stakeholders to the Department of Defense and Air Force corporate structure.

Also, as the executive agent for the Defense English Language Program, I oversee the execution of Defense Language Institute English Language Center English language training programs for U.S. personnel and international military students. DLIELC is located at Lackland Air Force Base.

2. Can you explain the Air Force Language Action Panel, Air Force Region and Culture Action Panel and Executive Steering Committee functions?

In response to the CSAF's 2009 Air Force Culture, Region and Language Flight Plan, we established the AFLAP and AFRCAP panels to ensure successful implementation of Air Force LRC policy.



Ms. Barbara Barger

Director, Air Force Language, Region and Culture Program Office and Air Force Senior Language Authority. Ms. Barger is also the acting Deputy Director, Force Development, Deputy Chief of Staff for Manpower and Personnel, Headquarters U.S. Air Force.

These panels meet biannually, bringing together action officers from a variety of organizations, such as US Air Force Academy, Defense Language Institute English Language Center, and Air Force Intelligence Surveillance and Reconnaissance Agency to provide policy guidance and recommendations on LRC matters.

The ESC is a principal-level committee of LRC stakeholders from across the AF to provide strategic-level, decision-making guidance on the DELP and Air Force LRC programs.

3. Why are language, region and cultural skills important to the Air Force?

In a globalized world, cross-culturally competent Airmen are vital to mission success wherever we find ourselves. Because our national interests require us to think globally, the Air Force must be ready to operate and communicate with our international partners at all times to effectively influence operations from the very start. This readiness includes the deliberate development of Airmen with joint war fighting skills that include foreign language familiarization, regional expertise, and cultural competencies.



Courtesy photograph

After presenting at the 2012 Intercultural Management Institute conference Dr. Stef Eisen (right), director of the Negotiation Center of Excellence, found himself negotiating with an IMI student from the Middle East. Learn more about the NCE at www.culture.af.mil/NCE.



Photograph by Jodi L. Jordan

Rob Miltersen, the Air Force Culture and Language Center's Defense Language Institute liaison, teaches Chinese characters to a group of 6th graders from Maxwell Elementary School. Mr. Miltersen was both a Russian and a Mandarin Chinese linguist in the Air Force prior to his retirement. He was one of three language experts from the AFCLC who visited the school May 10 as part of recognition events for Asian-Pacific Heritage Month.

ABOUT THE AFCLC

DEPARTMENT OF DEFENSE VISION: The Department will have the required combination of language skills, regional expertise and cultural capabilities to meet current and projected needs.

AFCLC VISION: Cross-culturally competent Total Force Airmen with the right mix of linguistic, regional and cultural capabilities to meet the demands of a dynamic global USAF mission.

AFCLC MISSION: Serve as the Air Force focal point for creating and executing programs that sustain career-long development of Linguistically, Regionally and Culturally (LRC) competent Total Force Airman to meet the Service's global mission.

The Air Force Culture and Language Center was founded at Air University in April 2006. In activating the center, the Air Force embraced the Air Force Chief of Staff's intention to improve Airmen's cross-cultural competence.

In April 2007, the Air Force further demonstrated its commitment to culture learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force. In July 2011, the Air Force made AFCLC's Language Enabled Airman Program the primary service-wide solution to develop higher levels of language proficiency in the General Purpose Force.

The AFCLC's team of highly-qualified military and civilian experts provides the Air Force with a "one-stop shop" for language, region and cultural force development. The AFCLC is part of Air University's Spaatz Center at Maxwell Air Force Base, Ala.

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